

Fundamental Process Changes: Analysis and Next Steps

This attachment contains the analysis undertaken on the three fundamental changes identified in the cover report, and provides more detail on Administration's evaluations.

Fundamental Change	Administration's Evaluation & Response	Next Steps
<p>2.a) Establish a submission deadline which applicants must apply-by to be considered in the annual budget process</p>	<p>A submission deadline is not supported. A submission deadline is seen as reinforcing the competitive nature of the new community growth process, which Council has endeavoured to reduce.</p> <p>The complexity of every application is different and a deadline would be arbitrary – it could lead to unrealistic expectations about the pace of applications.</p>	<p>Applicants are encouraged to contact Administration as early as possible to discuss timelines and application complexity.</p> <p>Customized timelines relative to budget timelines and application complexity can be developed to reflect required work and to manage expectations.</p>
<p>2.b) Provide greater visibility and predictability for capital investment timing and opportunity</p> <p>Consider establishing funding envelopes for capital investment design and delivery</p>	<p>Greater certainty, provided with the caveat that influencing factors change frequently, is desirable. Information will always be subject to change due to funding constraints and reprioritizations. Acknowledged that investment decisions are made using City information.</p> <p>Envelopes can provide certainty but also reduce overall funding flexibility and come with opportunity costs. Funding amounts can be arbitrary.</p> <p>An approach taken with the Growth Applications that were not approved in 2024 yielded benefit – Administration charted paths forward with potential/anticipated timing for infrastructure.</p> <p>Area Structure Plans identify high level capital infrastructure needs. However, not all Area Structure Plans provide the same level of detail, making it challenging to identify potential timing or triggers for</p>	<p>On a file-by-file basis, Administration will work with applicants to share capital investment information and discuss design and timing.</p> <p>Administration has recently begun work to extend formal capital investment planning beyond the current budget cycle, which would provide greater information for Growth Applications. More information is expected in mid 2025.</p> <p>Dialogue should be undertaken to increase transparency of preliminary infrastructure investment timing, with the goal of providing more certainty on infrastructure triggers, to the extent that is possible.</p> <p>Available information on infrastructure required to build out Area Structure Plans and factors</p>

Fundamental Change	Administration's Evaluation & Response	Next Steps
	<p>some of the capital infrastructure identified. More study and analysis are needed to advance baseline servicing information to inform preliminary planning and timing discussions.</p>	<p>that are considered during prioritization can be shared.</p>
<p>2.c) Enable decision-making outside of traditional budget timing for Growth Applications that only trigger operating costs, to match more closely to applicant timelines</p>	<p>Administration's position has been that all City capital and operating investment decisions should be made at budget time, including Growth Applications, when The City's financial capacity and all investment opportunities are presented. Enabling decisions outside of budget timelines would be an exception to the regular budget prioritization process. The total impact through the year would also be more difficult to track.</p> <p>However, it is acknowledged that the time gap between when Council first reviews the Growth Application and the final decision at budget time does represent a delay to the developer that may impact the delivery of housing.</p> <p>The Executive Leadership Team has recently discussed this question, and has asked for more information regarding conditions of approval that would ensure housing is not delayed, and on identifying funding parameters that do not defund other priorities or result in service level reductions.</p>	<p>Administration will make a determination and inform applicants and the broader development industry.</p> <p>If supported, conditions will be developed and socialized with industry, funding parameters will be defined and required direction/policy changes will be brought forward to Council.</p>